

**THE DIRECTOR OF CENTRAL INTELLIGENCE**

WASHINGTON, D.C. 20505

**National Intelligence Council**

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NOTE FOR: Robert Gates

THROUGH : Harry Rowen

SUBJECT : Some Unsolicited Ideas about the DDI Analyst Corps

Further to our brief discussion on 26 January, here are some ideas formed during the last four months about the DDI and its analysts. Although my net impression is that the DDI analyst corps is a bright and competent group, there are some areas where further improvements can be made.

Better integration with US missions abroad

- Outlines of DDI research papers (and TORs for NIEs) should routinely be telegraphed to US missions for comment. The same applies to drafts.
- Where practical, analysts preparing to draft DDI research pieces (or NIEs) should visit the appropriate US mission for discussions with Embassy and station officers.
- More extensive debriefings should be arranged of middle-level station and Embassy officers returning from field tours. (Debriefings of Ambassadors and station chiefs are common, but we frequently overlook the working level.)



Expanded contact between the DDI and DDO

- Although DDI analysts have occasionally served as reports officers in the DDO, this program should be expanded and institutionalized.
- DDO reports officers rarely rotate to the DDI in analytical positions. A stepped up program of rotation would benefit both Directorates.
- To avoid slotting problems, 15 or more slots in each of the DDO and DDI could be set aside for such exchanges.

Development of specialists



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- The DDI should seek   to expand opportunities for specialists to gain first hand experience.

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- As in the DDO, it should become a matter of policy that most analysts can not progress beyond GS-12 or so without a working knowledge of the language of their speciality. To accomplish this, more resources and emphasis should be placed on full-time language training.
- A year or more of academic training in the speciality should be a part of a DDI career.
- To overcome a reluctance to specialize in narrow and limited fields, analysts should be encouraged to rotate out of their speciality for several tours spaced throughout a career, but always with the understanding that they will rotate back into their speciality at an appropriate time.



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